SCIENTIFIC ADVISOR'S REFERENCE

Program:	**Master in Management**
Student:	**Ivan Semenov**
Title of thesis:	**The influence of Internet of things on customer experience in retail**

Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis. Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; originality of the topic and the extent to which it was covered; alignment of the thesis' topic, aim and objectives.
Research topic is clearly formulated and justified both from academic and practical/applied point of view: there is an increasing interest of business in the field of digital transformation and Internet of things in marketing. The aim and objectives of research are clearly settled and fit well the logic of the study.
Structure and logic of the text flow. Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.
The structure of thesis is clear cut and fully reflects logic of research. It is easy to read and follow the logic of the study. All required basic notions, concept and models are introduced in a consecutive manner with substantial number of references on relevant sources (research publications, theoretical and empirical facts, etc.). It should be mentioned, that background for the hypnotizes' formulations should be extended by including more detailed analysis of relevant literature.
Quality of analytical approach and quality of offered solution to the research objectives. Adequacy of objectives coverage; ability to formulate and convey the research problem; ability to offer options for its solution; application of the latest trends in relevant research are for the set objectives.
The author of the thesis investigates the problem of digitization of retail space that affect customer experience in retail industry. The goal and objectives are formulated correctly. The objectives cover the goal and include scientific literature review to explain concepts of internet of things, loyalty and customer experience.
Quality of data gathering and description. Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods; completeness and relevance of the list of references.
Data collected is enough to solve the research problem of the study. The author of the thesis interviewed 248 respondents for empirical study. The data collected is clearly and meaningfully presented in the text. Data fit chosen SEM model.
Scientific aspect of the thesis. Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model (conceptual and/or quantitative), developing methodology/approach to set objectives.
It is worth mentioning here that the author provided an evidence of good knowledge of theoretical concepts and models, on one hand, and ability to adjust theoretical constructs purposefully – on the other. Methodology of undertaken research matches the objectives of the study. As a result, the author proposed framework for research, which is his own development of models, observed in the p 1.3 Concepts integration.
Practical/applied nature of research. Extent to which the theoretical background is related to the international or Russian managerial practice; development of applied recommendations; justification and interpretation of the empirical/applied results.
The results obtained in the thesis could be implemented by management of retail companies. The result of thesis demonstrates, that IoT strengthen the impact of Commitment on Customer Loyalty, which could help a decision maker and a company to find new ways to achieve a competitive advantage.
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.
Quality of thesis layout can be evaluated as high.
Originality of the text. All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.
The thesis text is original and does not contain elements of plagiarism.

The Master thesis of **Ivan Semenov** meets the requirements for master thesis of MiM program thus the author of the thesis can be awarded the required degree.

Date: 10.06.2022

Scientific Advisor: A.V. Zyatchin